

## BOOK REVIEWS

### INTERPERSONAL SPEECH-COMMUNICATION

By John W. Keltner  
Wadsworth Publishing, Belmont, Cal.

422-page hardback

The process, technique and clarity with which we speak is the theme of this book. The author shows how speech-communication method affects our mobility, leadership, decision-making processes, conflict management, and interpersonal experiences.

Elements of interpersonal speech-communication are examined – then related to the structure in which they work. Development of the person as a “communicating self” is the goal of all parts of the book. Behavioral objectives, summaries at the beginning and end of each chapter, annotated selected readings, and stimulating “Try This” sections are included.

The exercises are suitable for a training program on communication or group dynamics. Although the book does not deal with sensitivity training, it would be good reading for any student both before and after participation in a T-group. It also has application in a sales training or management development program.

The importance of non-verbal communication’s interface with the spoken word is well covered. In 16 chapters, the author neatly wraps up: central elements in the communication process; the many faces of “you;” messages vs. meanings; feedback; non-verbal communication; attention and listening; decision making and problem solving; barriers; persuasion; conflict; interviewing; face-to-face in groups; private vs. public speaking; oral reading and interpreting; and utility.

### THE GRID FOR SALES EXCELLENCE

By R. R. Blake and J. S. Mouton  
McGraw-Hill Book Co., New York

209-page hardback

\$7.95

This is the authors’ eighth book, and their first that does not deal with organization development. The original Managerial Grid chart is used to illustrate sales-philosophy styles in the manner that it has been used to define and illustrate managerial style.

The 1,9 becomes the salesman who functions as a friendly, empathic customer’s pal. The 1,1 rating characterizes the man who puts the product line or service in front of the customer and lets it sell itself. The 9,1 salesman hard-sells the customer – pours on the pressure. And the “ideal” 9,9 salesman is a well-balanced, dynamic consultant to the customer. He seeks a sound purchase decision that yields maximum benefits to all.

The first eight chapters offer definitions and cover determination of Grid style. The five key Grid positions are discussed. Additional chapters cover the salesman’s role in being helpful, being deceptive, the customer Grid, communicating with the customer, and self development.

This interesting book again reinforces the Grid’s diversity as a tool for demonstrating behavioral style. The focus is on the process of how selling is done, and its ensuing impact on the organization – in this case a key segment – the sales force. This is not a “how to sell” book – but one which offers the salesman a conceptual model for changing his behavior.

CHARLES H. VERVALIN  
*Book Review Editor*

## HUMAN RELATIONS — A CONCEPTUAL APPROACH

By Ronald B. Levy

International Textbook Co., Scranton, Pa.

209-page softback

\$2.75

The training program that focuses on group process has a friend in this book, which offers a foundation and structure for human relations education. The author shows how involvement is built and why it is necessary. Two chapters concentrate on techniques to measure and observe group interaction. Yet, the book manages to stay clear of excess jargon.

The 10 chapters, written in easy-to-read non-academic style, cover: the nature of the group; group self-concept; process of group development; autobiography of a group; group health and sickness; sociometric test as a learning tool; the "why" of choosing; role playing; other techniques, including sensitivity training, simulation and gaming; and summary and conclusion.

Actual activities — including dialog — from face-to-face groups are analyzed to let you feel the heartbeat of a group in action. Trainer intervention technique is clearly described. Useful appendices feature ways to measure and analyze group process, how to make and use a sociogram, and sociometric grouping by computer.

A 14-page bibliography offers hundreds of useful references for the reader who seeks more depth.

## BETTER BUSINESS LETTERS: A PROGRAMMED BOOK

By J. M. Reid, Jr. and Anne Silleck

Addison-Wesley Publishing Co., Reading, Mass.

180-page softback

\$4.95

This linear-programmed book on letter writing requires about six hours for completion. It teaches specific behavioral objectives, conciseness, and how to keep a letter reader's interest. The book features the use of dynamic wording, active sentences, links and parallelism — but also goes into internal writing processes that make otherwise dull letters bright. For example, the focus is on naturalness, courtesy, positive wording and the "you" approach.

In addition to the usual immediate-feedback-on-learning aspect connected with programmed instruction, the book features periodic quizzes that can be either self-administered, or given by a trainer.

The book has some fine illustrations that would make good slides, should the trainer want to make the book part of a classroom course.

## HOW TO MANAGE WITH A UNION

By Jules J. Justin

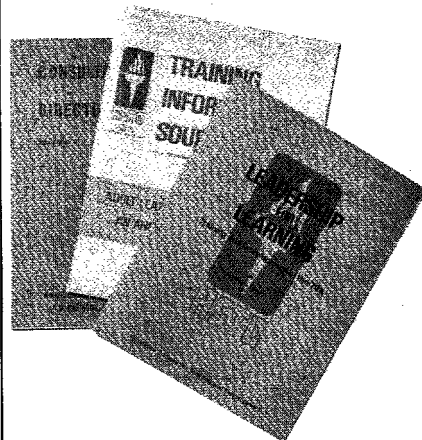
Industrial Relations Workshop Seminars, Inc., New York

Two volumes: total 1,092 pages, hardback

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The U. S. Secretary of Labor has said we are moving into a troubled period in labor relations. It isn't hard to believe, considering the massive foul-up in the U. S. mails during the recent strikes. Unrest, threats, defiance of court orders! It's a mess, and one that is likely to create a resurgence of interest in training programs on labor and industrial relations. If your mind's eye envisions such a program, these expensive but power-packed books would provide a good course-planning model.

# For Your Training Bookshelf



**Leadership for Learning — Training and Development in the 70's**, a thought-provoking collection of *Journal* President's Page articles by Gordon Lippitt, ranges from organization renewal topics to a time-use study. \$1.75

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The author is an experienced training seminar leader, arbitrator and lawyer. He writes with candor and insight on such questions as: why workers join unions; how to avoid unions; how to deal with stewards; settling grievances on merits; how to write a grievance denial; how to draft plant rules; application of discipline; improving work-force quality; how to handle problem workers; using circumstantial evidence to prove your case; how to handle slowdowns and work stoppages, and many other subjects.

One of the volumes contains a tested, ready-to-use package of disciplinary letters and forms. It also includes many arbitration cases on a variety of subjects.

These books provide fine content that could be applied to any portion of a management development program. Even a non-union organization could use them to plan preventive strategy.

#### **ORGANIZATION DEVELOPMENT SERIES**

Addison-Wesley Publishing Co., Reading, Mass.

Six Books, total 720 pages, softback

\$17.50

These six books can be bought as a package (\$17.50) or individually for \$3.50 each: *Organization Development Strategies and Models*, Richard Beckhard; *OD's Nature, Origins and Prospects*, Warren Bennis; *Building Through Grid OD*, R. Blake and J. Mouton; *Process Consultation*, E. H. Schein; *Developing Organizations, Diagnosis and Action*, P. R. Lawrence and J. W. Lorsch; and *Interpersonal Peacemaking*, R. E. Walton.

In my opinion, these books comprise one of the most useful contributions to the organization development literature. As a package, they represent the findings and views of some of the nation's leading authorities on the OD approach to building a dynamic company via a company-wide, saturation-training approach.

There is very little overlap of content within the books, or among them collectively. Each book captures the strengths of the individual authors' contributions to formulating OD approaches and methods.

In one nicely-packaged little OD library, the reader has at his fingertips some techniques as specific as the Managerial Grid, or as general as the third-party consultation that is common to all OD programs. For this reason, I recommend purchase of all six books. But if I were forced to a choice of one, I'd have to go with the one by Bennis on the nature, origins and prospects of OD. He offers a splendid question-and-answer approach in two sections — one on considerations for the successful adoption of OD, and another on the practitioners — the change agents who will be largely responsible for making the program successful.

#### **THE PERSONNEL PROCESS**

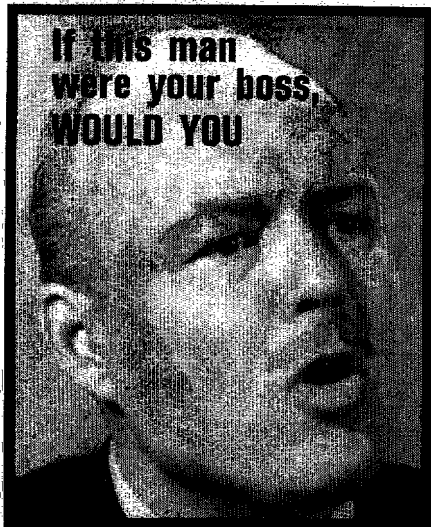
By Stanley L. Sokolik

International Textbook Co., Scranton, Pa.

726-page hardback

\$10.50

This book offers a sound conceptual framework of personnel performance. It is practice-oriented, but it offers an overall philosophy of managing people. The author draws heavily from the behavioral sciences as applied to organizational behavior and management theory. His unifying theme is situation-management in a supportive organization climate.



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Problem solving in personnel performance is stressed. This focus is carried through the book's four sections: The Task and its Operational Components; Developing and Utilizing Human Resources; Line-Oriented Dimensions of the Personnel Process; and Staff-Oriented Dimensions of the Personnel Process.

This book is sound and up-to-date. Its one negative point is a somewhat stilted writing style, stemming from an apparent attempt to have the book fit the pattern of typical college texts. A bit professorish. But in all fairness, the professor knows his subject – and content-wise, the book can stand on its merits, which are many.

#### SELECTING, TRAINING AND SUPERVISING OFFICE PERSONNEL

By H. Webster Johnson

Addison-Wesley Publishing Co., Reading, Mass.

179-page softback

\$4.95

This book is useful as both a text for office-personnel managers and as a train-the-trainer guide for training directors who must prepare line personnel to handle training in their own departments. But the book extends well beyond training matters, and into the many functional needs a manager faces.

The scope of the book, chapter-by-chapter: recruiting; manpower planning; the application blank; testing; reference checking; interviewing; selecting and evaluating personnel; training needs, methods and procedures; training aids; and developing the training program.

The book includes 70 pages of good content-oriented reading on understanding employees; managing office staff; planning and directing work; employee discipline; and the supervisor's relations with management.

The book contains a number of sample charts, checklists, and office forms related to the hiring and evaluation of employees, and personnel record keeping.

#### PSYCHOLOGICAL TESTING AND INDUSTRIAL RELATIONS

By George Hagglund and Duane Thompson

Center for Labor and Management, University of Iowa, Iowa City, Iowa

48-page softback

The handy little monograph features four informative chapters – two by the editors and two by others, on: Management's Use of Psychological Tests; A Union View of Psychological Testing; Psychological Tests and Grievance Arbitration; and Some Legal Aspects of Testing.

New issues relating to the hiring of minorities, discrimination by sex, etc., as spelled out by equal opportunity legislation, has opened new questions about testing. The editors have captured, in a minimum number of pages, most of the pros and cons. The chapter on legal aspects of testing should be must reading for all personnel professionals and most training professionals – but especially for those who function in both areas.

The book has a list of 14 other monographs published by the Center – also 23 reprints and 14 conference series.

Unfortunately, I was not informed of the present monograph's cost. You will have to write to the Center. A clue is in their other offerings, none of which exceed \$1.50.

## MANAGING THE MARGINAL AND UNSATISFACTORY PERFORMER

By Lawrence L. Steinmetz

Addison-Wesley Publishing Co., Reading, Mass.

212-page softback

\$5.95

One unusual aspect of this book is its accompanying Leader's Guide, which offers the trainer a step-by-step analysis of the book, featuring a stimulating question-and-answer format. The 55-page Leader's Guide is issued with each book at no additional charge.

This book will help the trainer run a program on personnel relations that reconciles theory and practice. It covers the whole area of unsatisfactory performance, including causes, how poor performance is identified, how uncertainty is eliminated, how marginal performers can be salvaged, motivation of unnecessary performers, and severance of the unsalvageable.

The Leader's Guide is set up so the trainer can use it to design role playing sessions, and critical incidents evaluation.

The author reports that the techniques recommended in the book stem from experiences of more than 100 major corporations including GM, GE, AT&T, IBM and Ford Motor Co.

## OF HUMAN INTERACTION

By Joseph Luft

National Press, Palo Alto, Cal.

179-page hardback

\$4.95

Not long ago I got a call from a personnel man with one of the chemical firms. "What in blazes is a Johari Window?" he blurted. It didn't seem to help much when I explained casually that a Johari Window is a graphic model of interpersonal behavior that rests on assumptions derived from selection theories of personality and social psychology. "No kidding?" my friend teased. "Now, don't pull my leg — what is it?"

I scratched through the files and finally found an article in the *Training and Development Journal* that made good on my definition. What I needed, though, was this fascinating book which hit my desk a few weeks ago. In it, the author really gets into the nitty gritty of a useful descriptive and illustrative device that helps us graphically plot interactions between people in terms of Open Area, Blind Area, Hidden Area, and Unknown Area. Now that doesn't say much, I know, but if you want a handy way to chart interpersonal interaction, the Johari Window is for you. This book offers a description second to none.

## PROGRAMS TO EMPLOY THE DISADVANTAGED

By Peter B. Doeringer

Prentice-Hall, Inc., Englewood Cliffs, N. J.

261-page hardback

Building a library of case studies on programs for the disadvantaged? If so, this book offers nine manpower programs you can add to the collection. Organized efforts include Western Electric, IBM, Westinghouse, Equitable Life Assurance Society of the U.S., Cooperative Steel Industry Education Program, Woodland Job Training Center, Workers Defense League Pre-Apprenticeship Program, Department of Defense Project 100,000 and Concentrated Employment Program.

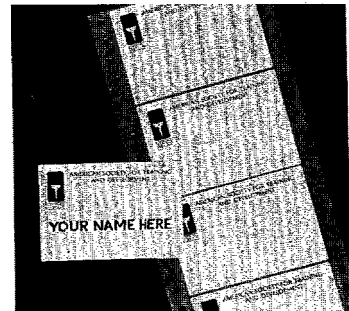
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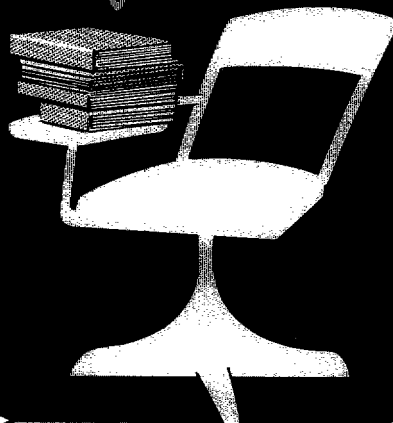
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Programs described offer a variety of problems and solutions. Some deal with hiring and entry training — others with upgrading. Programs designed and operated by private enterprise are contrasted with community and organization efforts. Both blue and white-collar problems are covered. Editor Doeringer has put together a fine anthology of material that offers a broad view of what these programs involve — yet enough detail is given to outline or plan a program for almost any kind of organizational setting.

## THE CORPORATE PROMOTABLES

By Don Fyffe and Sexton Adams  
Gulf Publishing Co., Houston, Tex.

213-page hardback

\$8.50

The publicity on the management assessment centers run by some large corporations attracted me to review this book. It contains some basic material, most of it published elsewhere, on assessment centers — but that isn't the book's theme at all. Instead, the authors add to the training field's growing jargon by classifying promotable employees as: Technicians, Dictators, Opportunists, Noncontroversial Conformists, Executives, Abdicators and Incompetents.

These people are defined in terms of their promotability. The kinds of job-related behavior they manifest is analyzed throughout the book's case histories of companies studied by the authors. These companies are kept anonymous, but that doesn't detract from the book's objectivity. To the contrary, I found this story-like approach, with its candid dialog, a spellbinding technique for presenting a difficult subject.

Each chapter starts with an interview with one of the above types of managers. He explains his personal operating philosophy, and discusses the effects of his approach. Three different companies serve as the models on which the book's theme and story line is based.

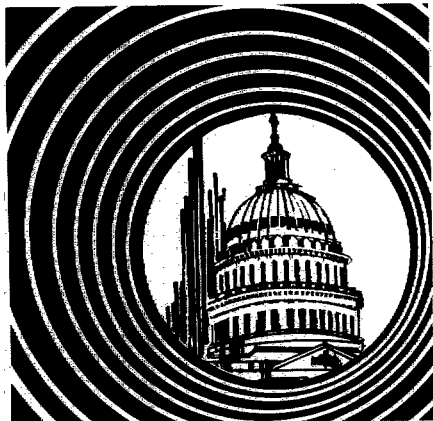
The authors describe "Actual Balance," a measurement to assess levels of commitment by managers to personal versus corporate goals. The authors' new descriptive-adjective "language" offers a useful way to discuss or teach managerial style.

The book — I found — offers a genuinely new twist to answering the age-old query — "Who moves up in the company, and *why*?" On this latter point, the authors "tell it like it is" about many companies' non-objective approach to promotions. But in their description of the "dynamic" company, the authors offer alternatives.

Trainers could use this book to sell management on an assessment program, or on organization development.

# WASHINGTON REPORT

Prepared by *Education-Training Market Report*



**MANPOWER REPORT AVAILABLE:** First Manpower Report of Administration has been transmitted to Congress. Report indicates directions taken by Administration and includes analysis of proposed Manpower Training Act of Administration. Of special interest, report includes a "Guide to Federally Assisted Manpower Training and Support Programs."

Report is divided into seven sections: Manpower and Economic Policy; Employment and Unemployment Record; New Developments in Manpower; Toward Equal Employment Opportunity; Employment and Poverty; Income Maintenance and Work Incentives; Manpower Demand and Supply in Professional Occupations.

Report stresses JOBS program of National Alliance of Businessmen as "a major goal of Federal Manpower Policy." It claims that of 380,000 disadvantaged hired through JOBS, some 200,000 were still on jobs as of January 1970.

Findings of report may be challenged before Senate antipoverty subcommittee. Study by General Accounting Office of 8,000 trainees shows only 37 percent still on jobs. Some \$300 million was committed for JOBS program--which includes federal subsidy for basic education, on-job training and other services--but only \$110 million reportedly was committed. Secretary of Labor George Shultz is asking \$375 million for fiscal 1971.

Manpower Report sees much of program difficulties arising from administrative problems. Proposed Manpower Training Act of Administration would, in effect, turn funds over to states which, in turn, would funnel major share to local governments. Federal assistance would be primarily in form of technical aid, guidelines, review and approval of state plans, and evaluation of state and area manpower performance.

Meanwhile, it is learned manpower research and experimental programs are to be combined in an office of Manpower Research and Development. Howard Rosen, former director of research, will head new office. Seymour Brandywine, who formerly headed national projects (experimental) group, will be associate director.